

## ■ Operating Budget

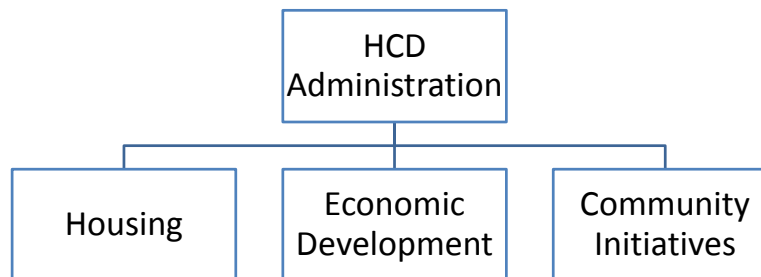
### Operating Budget

| Category               | FY 2016<br>Actual | FY 2017<br>Adopted | FY 2017<br>Forecast | FY 2018<br>Projected |
|------------------------|-------------------|--------------------|---------------------|----------------------|
| Personnel Services     | 240,009           | 472,386            | 467,934             | 300,994              |
| Materials and Supplies | 107,830           | 297,268            | 284,998             | 186,047              |
| Grants and Subsidies   | 3,546,101         | 3,553,548          | 4,442,714           | 4,059,041            |
| Misc Expense           | 35,211            | 0                  | 0                   | 0                    |
| Total Expenditures     | 3,929,150         | 4,323,202          | 5,195,646           | 4,546,082            |
| Program Revenues       | (113,112)         | 0                  | (129,704)           | (129,704)            |
| Net Expenditures       | 3,816,039         | 4,323,202          | 5,065,942           | 4,416,378            |
| Authorized Complement  |                   |                    |                     | 2                    |

## MISSION

To develop a system of integrated services and activities that drive neighborhood redevelopment, investment in housing capital and economic development.

## STRUCTURE



## SERVICES

The Division of Housing and Community Development (HCD), along with the Memphis Housing Authority (MHA), works to develop affordable housing options and neighborhood revitalization through down-payment assistance, homeownership counseling and single-family housing rehabilitation. HCD works to improve the development of Memphis neighborhoods, communities and economy by targeting single-family housing production, offering infrastructure assistance by site or project, determining the contribution of land and land acquisition for special projects, developing area neighborhood plans and housing and environmental standard inspections.

## ■ Charges for services

### Operating Budget

| Category                   | FY 2016<br>Actual | FY 2017<br>Adopted | FY 2017<br>Forecast | FY 2018<br>Projected |
|----------------------------|-------------------|--------------------|---------------------|----------------------|
| Miscellaneous Income       | (112,000)         | 0                  | (129,280)           | (129,704)            |
| FNMA Service Fees          | (1,112)           | 0                  | (424)               | 0                    |
| Total Charges for Services | (113,112)         | 0                  | (129,704)           | (129,704)            |

**DESCRIPTION**

*Housing creates home ownership opportunities for families buying real estate within the corporate limits of Memphis by assisting with down payment and closing costs.*

**Operating Budget**

| <b>Category</b>        | <b>FY 2016<br/>Actual</b> | <b>FY 2017<br/>Adopted</b> | <b>FY 2017<br/>Forecast</b> | <b>FY 2018<br/>Projected</b> |
|------------------------|---------------------------|----------------------------|-----------------------------|------------------------------|
| Personnel Services     | 73,102                    | 258,638                    | 251,972                     | 300,994                      |
| Materials and Supplies | 19,790                    | 51,733                     | 15,053                      | 50,296                       |
| Grants and Subsidies   | 647,310                   | 568,405                    | 648,144                     | 768,405                      |
| Misc Expense           | 35,211                    | 0                          | 0                           | 0                            |
| Total Expenditures     | 775,414                   | 878,776                    | 915,169                     | 1,119,695                    |
| Program Revenues       | (113,112)                 | 0                          | (129,704)                   | (129,704)                    |
| Net Expenditures       | 662,302                   | 878,776                    | 785,465                     | 989,991                      |
| Authorized Complement  |                           |                            |                             | 2                            |

## Housing Legal Level Detail

| Category                             | FY 2016<br>Actual | FY 2017<br>Adopted | FY 2017<br>Forecast | FY 2018<br>Projected |
|--------------------------------------|-------------------|--------------------|---------------------|----------------------|
| <b><u>Personnel Services</u></b>     |                   |                    |                     |                      |
| Full-Time Salaries                   | 40,101            | 71,432             | 60,308              | 129,666              |
| Holiday Salary Full Time             | 2,728             | 0                  | 1,345               | 0                    |
| Vacation Leave                       | 4,502             | 0                  | 0                   | 0                    |
| Bonus Leave                          | 358               | 0                  | 0                   | 0                    |
| Sick Leave                           | 1,399             | 0                  | 0                   | 0                    |
| Pension                              | 2,945             | 4,286              | 2,421               | 0                    |
| Pension ARC Funding                  | 9,360             | 10,927             | 16,327              | 16,879               |
| Group Life Insurance                 | 101               | 174                | 87                  | 0                    |
| Unemployment                         | 220               | 160                | 160                 | 80                   |
| Medicare                             | 632               | 1,143              | 1,285               | 1,311                |
| Long Term Disability                 | 131               | 214                | 0                   | 262                  |
| Health Insurance - Premier           | 11,671            | 17,506             | 17,243              | 0                    |
| Other Post Employment Benefits       | 0                 | 563                | 0                   | 0                    |
| Salaries - Part Time/Temporary       | 0                 | 152,796            | 152,796             | 152,796              |
| Payroll Reserve                      | (1,046)           | 0                  | 0                   | 0                    |
| Benefits Adjustments                 | 0                 | (563)              | 0                   | 0                    |
| <b>Total Personnel Services</b>      | <b>73,102</b>     | <b>258,638</b>     | <b>251,972</b>      | <b>300,994</b>       |
| <b><u>Materials and Supplies</u></b> |                   |                    |                     |                      |
| Supplies - Outside                   | 0                 | 895                | 895                 | 895                  |
| Advertising/Publication              | 0                 | 169                | 169                 | 169                  |
| Seminars/Training/Education          | 300               | 2,325              | 0                   | 2,325                |
| Misc Professional Services           | 29                | 0                  | 0                   | 0                    |
| Insurance                            | 19,002            | 7,915              | 7,915               | 6,478                |
| Claims                               | 0                 | 3,539              | 3,707               | 3,539                |
| Lawsuits                             | 0                 | 34,523             | 0                   | 34,523               |
| Dues/Memberships/Periodicals         | 132               | 738                | 738                 | 738                  |
| Misc Services and Charges            | 327               | 1,629              | 1,629               | 1,629                |
| <b>Total Materials and Supplies</b>  | <b>19,790</b>     | <b>51,733</b>      | <b>15,053</b>       | <b>50,296</b>        |
| <b><u>Grants and Subsidies</u></b>   |                   |                    |                     |                      |
| Down Payment Assistance / City       | 169,707           | 192,930            | 248,543             | 192,930              |
| Middle Income Housing                | 0                 | 300,000            | 300,000             | 500,000              |
| <b>Total Grants and Subsidies</b>    | <b>647,310</b>    | <b>568,405</b>     | <b>648,144</b>      | <b>768,405</b>       |
| <b><u>Misc Expense</u></b>           |                   |                    |                     |                      |
| <b>Total Misc Expense</b>            | <b>35,211</b>     | <b>0</b>           | <b>0</b>            | <b>0</b>             |
| <b>TOTAL EXPENDITURES</b>            | <b>775,414</b>    | <b>878,776</b>     | <b>915,169</b>      | <b>1,119,695</b>     |

## Housing Legal Level Detail

| Category                      | FY 2016<br>Actual | FY 2017<br>Adopted | FY 2017<br>Forecast | FY 2018<br>Projected |
|-------------------------------|-------------------|--------------------|---------------------|----------------------|
| <b><u>Local Taxes</u></b>     |                   |                    |                     |                      |
| Bankruptcy Interest & Penalty | 0                 | 0                  | 0                   | 0                    |
| <b>Total Local Taxes</b>      | 0                 | 0                  | 0                   | 0                    |
| <b><u>Other Revenues</u></b>  |                   |                    |                     |                      |
| Miscellaneous Income          | (112,000)         | 0                  | (129,280)           | (129,704)            |
| FNMA Service Fees             | (1,112)           | 0                  | (424)               | 0                    |
| <b>Total Other Revenues</b>   | (113,112)         | 0                  | (129,704)           | (129,704)            |
| <b>TOTAL PROGRAM REVENUES</b> | (113,112)         | 0                  | (129,704)           | (129,704)            |
| <b>NET EXPENDITURES</b>       | 662,302           | 878,776            | 785,465             | 989,991              |

**DESCRIPTION**

*Economic Development provides financing opportunities for emerging and existing small business for job creation and retention through public-private partnerships.*

**Operating Budget**

| <b>Category</b>        | <b>FY 2016<br/>Actual</b> | <b>FY 2017<br/>Adopted</b> | <b>FY 2017<br/>Forecast</b> | <b>FY 2018<br/>Projected</b> |
|------------------------|---------------------------|----------------------------|-----------------------------|------------------------------|
| Materials and Supplies | 5,626                     | 0                          | 349                         | 825                          |
| Grants and Subsidies   | 2,046,985                 | 2,161,558                  | 2,682,657                   | 2,511,599                    |
| Total Expenditures     | 2,052,611                 | 2,161,558                  | 2,683,007                   | 2,512,424                    |
| Net Expenditures       | 2,052,611                 | 2,161,558                  | 2,683,007                   | 2,512,424                    |
| Authorized Complement  |                           |                            |                             | 0                            |

## Economic Development Legal Level Detail

| Category  | FY 2016<br>Actual | FY 2017<br>Adopted | FY 2017<br>Forecast | FY 2018<br>Projected |
|---|-------------------|--------------------|---------------------|----------------------|
| <b><u>Materials and Supplies</u></b>                                    |                   |                    |                     |                      |
| Misc Professional Services  | 5,000             | 0                  | 0                   | 0                    |
| Misc Services and Charges   | 626               | 0                  | 349                 | 825                  |
| <b>Total Materials and Supplies</b>                                     | 5,626             | 0                  | 349                 | 825                  |
| <b><u>Grants and Subsidies</u></b>                                      |                   |                    |                     |                      |
| Section 108 - Court Square<br>Business & Economic<br>Development Grants | 754,065           | 1,455,720          | 1,455,720           | 1,851,487            |
| Peabody Place - Section 108   | 41,670            | 61,377             | 582,476             | 0                    |
| Pyramid - Section 108   | 1,191,370         | 0                  | 0                   | 0                    |
|   | 0                 | 644,461            | 644,461             | 660,112              |
| <b>Total Grants and Subsidies</b>                                       | 2,046,985         | 2,161,558          | 2,682,657           | 2,511,599            |
| <b>TOTAL EXPENDITURES</b>   | 2,052,611         | 2,161,558          | 2,683,007           | 2,512,424            |
| <b><u>Charges for Services</u></b>                                      |                   |                    |                     |                      |
| Parking Lots  | 0                 | 0                  | 0                   | 0                    |
| Outside Revenue   | 0                 | 0                  | 0                   | 0                    |
| <b>Total Charges for Services</b>                                       | 0                 | 0                  | 0                   | 0                    |
| <b>TOTAL PROGRAM REVENUES</b>   | 0                 | 0                  | 0                   | 0                    |
| <b>NET EXPENDITURES</b>   | 2,052,611         | 2,161,558          | 2,683,007           | 2,512,424            |

**DESCRIPTION**

*Community Initiatives utilize local funding to address community-based needs through grants and sponsorships for outreach activities.*

**Operating Budget**

| <b>Category</b>        | <b>FY 2016<br/>Actual</b> | <b>FY 2017<br/>Adopted</b> | <b>FY 2017<br/>Forecast</b> | <b>FY 2018<br/>Projected</b> |
|------------------------|---------------------------|----------------------------|-----------------------------|------------------------------|
| Materials and Supplies | 327                       | 149,896                    | 149,896                     | 134,926                      |
| Grants and Subsidies   | 844,266                   | 814,285                    | 1,102,613                   | 779,037                      |
| Total Expenditures     | 844,593                   | 964,181                    | 1,252,509                   | 913,963                      |
| Net Expenditures       | 844,593                   | 964,181                    | 1,252,509                   | 913,963                      |
| Authorized Complement  |                           |                            |                             | 0                            |



## Community Initiatives Legal Level Detail

| Category                               | FY 2016<br>Actual | FY 2017<br>Adopted | FY 2017<br>Forecast | FY 2018<br>Projected |
|--|-------------------|--------------------|---------------------|----------------------|
| <b><u>Materials and Supplies</u></b>   |                   |                    |                     |                      |
| Insurance                              | 0                 | 134,298            | 134,298             | 119,328              |
| Misc Services and Charges              | 327               | 15,598             | 15,598              | 15,598               |
| <b>Total Materials and Supplies</b>    | 327               | 149,896            | 149,896             | 134,926              |
| <b><u>Grants and Subsidies</u></b>     |                   |                    |                     |                      |
| Community Development Grants           | 61,227            | 269,531            | 277,122             | 300,000              |
| Community Initiatives for Non-profits  | 36,639            | 42,467             | 56,995              | 0                    |
| Homeless Initiative                    | 147,501           | 232,500            | 346,321             | 232,500              |
| Social Services Administration         | 23,603            | 89,537             | 159,740             | 89,537               |
| MHA/HCD Community Development Projects | 575,296           | 157,000            | 239,185             | 157,000              |
| Target Area Small Business Loan Fund   | 0                 | 23,250             | 23,250              | 0                    |
| <b>Total Grants and Subsidies</b>      | 844,266           | 814,285            | 1,102,613           | 779,037              |
| <b>TOTAL EXPENDITURES</b>              | 844,593           | 964,181            | 1,252,509           | 913,963              |
| <b>NET EXPENDITURES</b>                | 844,593           | 964,181            | 1,252,509           | 913,963              |

**Operating Budget**

| <b>Category</b>        | <b>FY 2016<br/>Actual</b> | <b>FY 2017<br/>Adopted</b> | <b>FY 2017<br/>Forecast</b> | <b>FY 2018<br/>Projected</b> |
|------------------------|---------------------------|----------------------------|-----------------------------|------------------------------|
| Personnel Services     | 166,906                   | 213,748                    | 215,962                     | 0                            |
| Materials and Supplies | 82,086                    | 95,639                     | 119,921                     | 0                            |
| Grants and Subsidies   | 7,541                     | 9,300                      | 9,300                       | 0                            |
| Total Expenditures     | 256,533                   | 318,688                    | 345,183                     | 0                            |
| Net Expenditures       | 256,533                   | 318,688                    | 345,183                     | 0                            |
| Authorized Complement  |                           |                            |                             | 0                            |

## Renaissance Business Center Legal Level Detail

| Category                             | FY 2016<br>Actual | FY 2017<br>Adopted | FY 2017<br>Forecast | FY 2018<br>Projected |
|--------------------------------------|-------------------|--------------------|---------------------|----------------------|
| <b><u>Personnel Services</u></b>     |                   |                    |                     |                      |
| Full-Time Salaries                   | 91,709            | 163,529            | 156,835             | 0                    |
| Holiday Salary Full Time             | 4,748             | 0                  | 2,698               | 0                    |
| Vacation Leave                       | 3,299             | 0                  | 3,093               | 0                    |
| Bonus Leave                          | 977               | 0                  | 495                 | 0                    |
| Sick Leave                           | 3,027             | 0                  | 409                 | 0                    |
| Retirement Benefits                  | 1,353             | 0                  | 0                   | 0                    |
| Pension                              | 6,226             | 6,468              | 9,314               | 0                    |
| Social Security                      | 923               | 0                  | 0                   | 0                    |
| Pension ARC Funding                  | 14,046            | 16,390             | 24,790              | 0                    |
| Group Life Insurance                 | 290               | 308                | 291                 | 0                    |
| Unemployment                         | 330               | 160                | 160                 | 0                    |
| Medicare                             | 1,581             | 1,725              | 1,725               | 0                    |
| Long Term Disability                 | 188               | 323                | 464                 | 0                    |
| Health Insurance - Basic             | 1,290             | 0                  | 553                 | 0                    |
| Health Insurance - Premier           | 20,705            | 24,846             | 18,280              | 0                    |
| Other Post Employment Benefits       | 0                 | 563                | 0                   | 0                    |
| Salaries - Part Time/Temporary       | 14,884            | 0                  | 0                   | 0                    |
| On the Job Injury                    | 615               | 0                  | 0                   | 0                    |
| Payroll Reserve                      | 715               | 0                  | (3,144)             | 0                    |
| Benefits Adjustments                 | 0                 | (563)              | 0                   | 0                    |
| <b>Total Personnel Services</b>      | <b>166,906</b>    | <b>213,748</b>     | <b>215,962</b>      | <b>0</b>             |
| <b><u>Materials and Supplies</u></b> |                   |                    |                     |                      |
| City Storeroom Supplies              | 0                 | 13                 | 0                   | 0                    |
| City Shop Fuel                       | 0                 | 76                 | 0                   | 0                    |
| Outside Computer Services            | 1,336             | 1,395              | 3,924               | 0                    |
| City Computer Svc Equipment          | 95                | 119                | 0                   | 0                    |
| City Telephone/Communications        | 526               | 930                | 1,470               | 0                    |
| Printing - Outside                   | 53                | 81                 | 0                   | 0                    |
| Supplies - Outside                   | 3,189             | 3,813              | 896                 | 0                    |
| Document Reproduction - Outside      | 280               | 558                | 1,065               | 0                    |
| Medical Supplies                     | 0                 | 94                 | 334                 | 0                    |
| Outside Postage                      | 481               | 930                | 0                   | 0                    |
| Internal Repairs and Maintenance     | 874               | 930                | 0                   | 0                    |
| Advertising/Publication              | 2,300             | 2,377              | 2,831               | 0                    |
| Outside Phone/Communications         | 1,641             | 1,860              | 3,926               | 0                    |
| Janitorial Services                  | 8,534             | 9,114              | 11,200              | 0                    |
| Security                             | 24,060            | 22,785             | 21,198              | 0                    |
| Weed Control/Chemical Service        | 5,591             | 6,242              | 9,447               | 0                    |
| Seminars/Training/Education          | 0                 | 0                  | 0                   | 0                    |

## Renaissance Business Center Legal Level Detail

| Category                            | FY 2016<br>Actual | FY 2017<br>Adopted | FY 2017<br>Forecast | FY 2018<br>Projected |
|-------------------------------------|-------------------|--------------------|---------------------|----------------------|
| Misc Professional Services          | 555               | 951                | 2,329               | 0                    |
| Travel Expense                      | 0                 | 6,590              | (441)               | 0                    |
| Auto Allowance                      | 0                 | 837                | 0                   | 0                    |
| Utilities                           | 18,373            | 20,692             | 37,480              | 0                    |
| Insurance                           | 0                 | 372                | 372                 | 0                    |
| Dues/Memberships/Periodicals        | 5,341             | 6,510              | 19,647              | 0                    |
| Misc Services and Charges           | 8,858             | 8,370              | 4,243               | 0                    |
| <b>Total Materials and Supplies</b> | <b>82,086</b>     | <b>95,639</b>      | <b>119,921</b>      | <b>0</b>             |
| <b><u>Grants and Subsidies</u></b>  |                   |                    |                     |                      |
| Contr Assist Prog/Bonding           | 4,948             | 4,650              | 4,650               | 0                    |
| <b>Total Grants and Subsidies</b>   | <b>7,541</b>      | <b>9,300</b>       | <b>9,300</b>        | <b>0</b>             |
| <b>TOTAL EXPENDITURES</b>           | <b>256,533</b>    | <b>318,688</b>     | <b>345,183</b>      | <b>0</b>             |
| <b>NET EXPENDITURES</b>             | <b>256,533</b>    | <b>318,688</b>     | <b>345,183</b>      | <b>0</b>             |

## HCD

*AUTHORIZED COMPLEMENT*

| Position Title              | Authorized Positions | Position Title | Authorized Positions |
|-----------------------------|----------------------|----------------|----------------------|
| Housing                     |                      |                |                      |
| ADMR COMPREHENSIVE PLANNING | 1                    |                |                      |
| ANALYST LOAN 210201 00001   | 1                    |                |                      |
| Total Housing               | 2                    |                |                      |
| TOTAL HCD                   | 2                    |                |                      |

